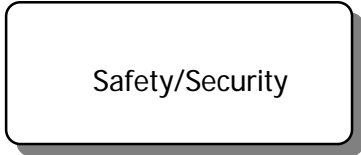


STRATEGY HIERARCHY & SUMMARIZED ACTION PLAN

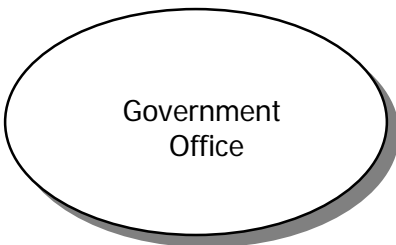
Each Revitalization Strategy has been organized as a relative priority within a four-tiered Strategy Hierarchy. This hierarchy identifies a singular, fundamental Pre-requisite Strategy; Primary Development Strategies – vital strategies necessary for achieving the Downtown Action Team’s visions and goals of development; and Requisite and Supporting Strategies that support the first two categories. Together this hierarchy provides a structure for addressing issues and completing the implementation of revitalization priorities. Actions supporting the Revitalization Strategies are summarized in bulleted format.

Pre-requisite Strategy: Action necessary to foster new development opportunities.



- ◆ Address the substandard conditions found in Downtown Single Room Occupancy (SRO’s) Hotels.
- ◆ Address the State policy regarding location of parolee’s in Downtown.
- ◆ Aggressively address the “broken window” syndrome.
- ◆ Continue presence of Downtown Stockton Alliance.
- ◆ Continue/Expand Bike Patrol.
- ◆ Improve Downtown lighting levels.

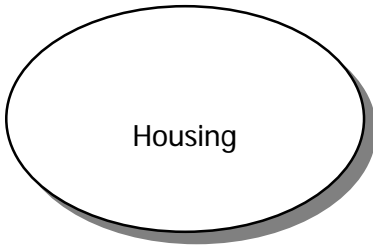
Primary Development Strategies: Major new development opportunities that are the highest priority achieving the goals of the Downtown Strategic Action Plan.



- ◆ Work with State, County and the Court System to expand facilities in Downtown.
- ◆ Work with the appropriate federal, state and county officials to consolidate offices within the Downtown.
- ◆ Improve parking options to retain and attract new government office uses.



- ◆ Implement the agreement for the development of the Downtown Cinema. Use the cinema as a catalyst for other retail uses.
- ◆ Promote Downtown as a place for restaurant/retail, arts and entertainment.
- ◆ Investigate the feasibility of locating a sports/conference/meeting facility located along the waterfront.
- ◆ Encourage artists studios and galleries to locate Downtown.



- ◆ Develop market rate housing along the North and South shores of the waterfront and in the Downtown Central Business District.
- ◆ Support housing rehabilitation in surrounding neighborhoods.
- ◆ Locate and convert appropriate buildings into live/work lofts.
- ◆ Promote infill development.



- ◆ Promote the vacant parcels south of the waterfront for new office development.
- ◆ Encourage new and existing financial institutions to develop or expand their facilities in Downtown.
- ◆ Expedite processing of proposals for “preferred uses” (e.g., business offices) on the South and North shores of the waterfront and in the Central Business District.
- ◆ Ensure that Downtown keeps current tenants while encouraging private developers to attract new tenants.

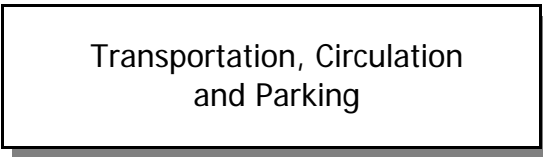
Requisite Strategies: Actions that are necessary to ensure success of the primary strategies.



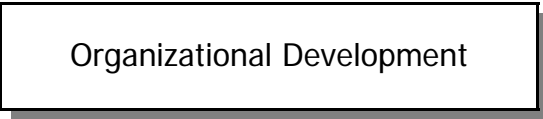
- ◆ Develop flexible development standards and design guidelines to ensure quality development.
- ◆ Encourage the use of New Urbanism techniques and Smart Growth Principles.
- ◆ Efficient Permit Process (e.g., Economic Review Committee).



- ◆ Expand Streetscape Beautification Program.
- ◆ Create a way-finding system.
- ◆ Connect Downtown to the waterfront.
- ◆ Maintain and reinforce existing Downtown architectural and urban identity.

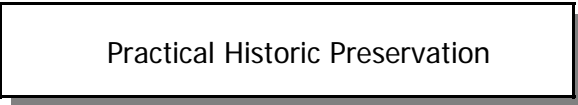


- ◆ Provide adequate parking to match demand.
- ◆ Formulate a strategy to ensure ease of access into Downtown.
- ◆ Link Downtown activities with pleasant walkways.

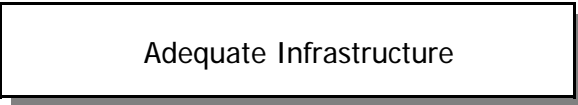


- ◆ Support the Downtown Stockton Alliance.
- ◆ Develop business attraction and retention programs.
- ◆ Develop Strategic partnerships.

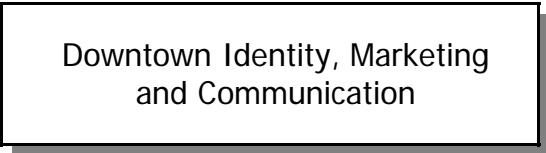
Supporting Strategies: Actions that support the primary and requisite strategies.



- ◆ Develop comprehensive preservation strategy.
- ◆ Develop a Memorandum of Agreement with the State Historic Preservation Office identifying a list of key buildings.



- ◆ Ensure the provision of adequate infrastructure to support development.
- ◆ As necessary, upgrade infrastructure or systems to accommodate development.



- ◆ Establish an identity for Downtown.
- ◆ Create a marketing and communication strategy.

TOP PRIORITY ACTIONS

The Downtown Action Team identified the following actions as the most important and immediate steps needed to accomplish the goals established during the planning process. These Top Priorities are not presented in priority order, however, together they form a fundamental blueprint for guiding Downtown revitalization.

- ◆ **Increase both real and perceived image of public safety** in the Downtown; partner with the Community Health Action Team to eliminate the substandard housing conditions found in Single Room Occupancy (SRO) hotels in Downtown;
- ◆ **Work with the State, County and Court System** to expand facilities including adequate parking in Downtown;
- ◆ Implement the Agreement for the **Downtown Cineplex**; use the project as a catalyst and anchor for complimentary uses;
- ◆ **Develop a medium-sized conference/meeting facility** along the waterfront;
- ◆ **Develop market rate housing** along the North and South shores of the waterfront and on designated opportunity sites in the Downtown Central Business District;
- ◆ **Work with new and existing Downtown financial institutions** to ensure adequate opportunities for development and expansion;
- ◆ **Enhance the Downtown pedestrian environment** by: a) implementing a way-finding program, b) completing Phase I of the Weber Avenue Streetscape Project and c) developing a complimentary set of design standards/guidelines;
- ◆ Identify financing for **future parking structures**;
- ◆ **Encourage private business investment in Downtown**; expedite processing of applications proposing the development of "preferred uses" (e.g., business offices) on the South shore of the waterfront and in the Downtown Central Business District; and
- ◆ **Support the Downtown Stockton Alliance** in their effort to seek reauthorization of the Downtown Property Based Improvement District.

PERFORMANCE TARGETS

Government Center (2001)

- ◆ Number of Courtrooms: 22
- ◆ Square footage of County facilities: 802,250 square feet
- ◆ State office Bldg. located on Channel Street: 65,000 square feet

Government Center (2006)

- ◆ Number of Courtrooms: 25
- ◆ Accommodate/assist with expansion of County facilities: 80,000 to 100,000 square feet
- ◆ Advocate for expansion and consolidation of state office space downtown: 120,000 square feet

PERFORMANCE TARGETS (cont.)

Restaurant/Retail, Arts & Entertainment (2001)

- ◆ Number of cinemas in Downtown: 0
- ◆ Number of eating establishments in the Downtown and/or on the waterfront: 56
- ◆ Number of first class hotel rooms in the Downtown and/or along the waterfront: 0
- ◆ Number of conference/meeting facilities in the Downtown and/or along the waterfront: 1 (Civic Auditorium)
- ◆ Number of events at Downtown Venues annually:
 - * Fox Theatre: 30
 - * Weber Point: 25
 - * De Carli Waterfront Square: 0
 - * Farmer's Markets: 2

Restaurant/Retail, Arts & Entertainment (2006)

- ◆ Grand Opening of Downtown Cinema: May 2003
- ◆ Twelve additional quality eating establishments in Downtown and/or along the waterfront.
- ◆ Opening of a first class hotel (150+ rooms) in the Downtown and/or along the waterfront.
- ◆ Develop a conference/meeting facility in the Downtown and/or along the waterfront.
- ◆ Number of events at Downtown Venues annually:
 - * Fox Theatre: 100
 - * Weber Point: 50
 - * De Carli Waterfront Square: 8
 - * Farmer's Markets: 3

Housing (2001)

- ◆ 9,200 housing units within one mile of San Joaquin Street and Weber Avenue
 - * Owner-occupied: 20%
 - * Renter-occupied: 73%
 - * Vacant: 7%

Housing (2006)

- ◆ Eliminate the substandard conditions found in single room occupancy (SRO) hotels in Downtown.
- ◆ Develop 2,000 units of market rate housing in the Downtown and/or along the North and South shores of the waterfront.

Private Office & Financial Institutions (2001)

- ◆ Leasable office square footage - 2.5 million (approx.)
 - * Class A: 390,000 (approx.)
 - * Class B: 1,577,000 (approx.)
 - * Class C: 495,000 (approx.)

Private Office & Financial Institutions (2006)

- ◆ Renovation of 200,000 square feet of office space for lease.
- ◆ Completion of 5 new office projects - 1.2 million square feet



Executive Summary

October 2001

INTRODUCTION

In May 2001, the City Manager formed a Downtown Action Team (DAT), which has been given the task of implementing the goals and priorities of the City Council regarding Downtown revitalization.

The DAT is comprised of City and County officials, Downtown Stockton Alliance, Greater Stockton Chamber of Commerce and representatives from the development and business community. The DAT's goal is to form an overall vision for the future of Downtown Stockton, create a set of key revitalization strategies, and identify top priority implementation actions on which to focus.

This brochure presents a summary of the Downtown Stockton Strategic Action Plan.

OBJECTIVES OF THE PLANNING PROCESS

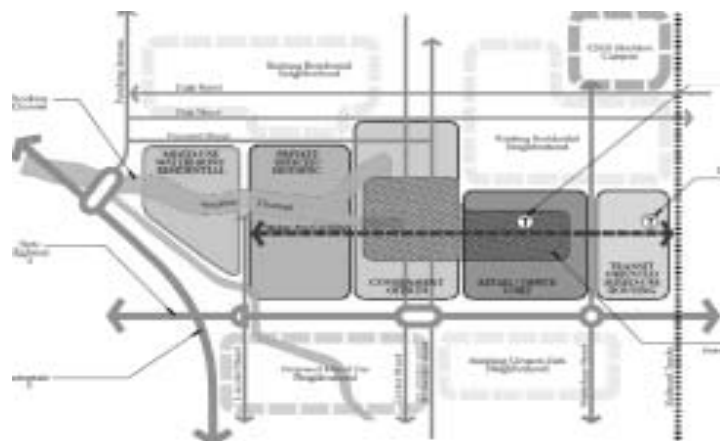
The Downtown Action Team used these objectives to guide the development of the Strategic Action Plan, including:

- ◆ Build upon existing planning efforts;
- ◆ Identify top priorities to achieve desired vision;
- ◆ Identify key steps toward successful implementation of priority actions; and
- ◆ Establish benchmarks to monitor progress.

FUTURE VISION FOR DOWNTOWN

Downtown Stockton...

- ◆ A strong government center
- ◆ Mixed use office space flanking the government center
- ◆ A central shopping & entertainment corridor
- ◆ Pedestrian-friendly streets
- ◆ Strong residential opportunities.



REVITALIZATION STRATEGIES

- ◆ **Safety/Security:** Address both real and perceived public safety by making Downtown a safe and welcoming place.
- ◆ **Government Office:** Increase and strengthen the presence of government functions within the Downtown. Create a distinct and vital Government Center.
- ◆ **Restaurant/Retail, Arts & Entertainment:** Make Downtown a place for restaurants, shopping, entertainment, conferences/meetings, arts and cultural activities, extending uses into evening and weekend hours. Encourage a diversity of retail and entertainment uses that contribute to an active and distinct Downtown.
- ◆ **Housing:** Provide a diversity of housing types within the downtown to meet the needs of current and future residents.
- ◆ **Private Office & Financial Institutions:** Build upon Downtown's current position as a regional center of finance and commerce.
- ◆ **Regulatory Framework:** Revise and adopt new land use policies to encourage Downtown Development.
- ◆ **Community Design:** Establish and maintain Downtown as a pedestrian-oriented environment with attractive streetscape and urban places to promote a pleasant urban identity.
- ◆ **Transportation, Circulation & Parking:** Improve access in and out of Downtown; Create efficient auto and transit circulation within Downtown; and provide adequate and convenient parking.
- ◆ **Organizational Development:** Provide a sound organizational structure to ensure implementation of the Action Strategy.
- ◆ **Practical Historic Preservation:** Preserve the integrity and character of Stockton's historic past while meeting the changing needs of Downtown.
- ◆ **Adequate Infrastructure:** Ensure that adequate infrastructure including sewer, water, drainage and fiber optics are available in order to support future development.
- ◆ **Downtown Identity, Marketing & Communication:** Develop a comprehensive public relations and communications effort, marketing Downtown as a lively, dynamic, multi-use activity center for local and regional residents, as well as tourists.